

~~SECRET~~
EYES ONLY

MEMORANDUM FOR: ✓ Chief, Building Planning Staff, OL
Chief, Personnel and Training Staff, OL
Chief, Planning Staff, OL
Chief, Procurement Management Staff, OL
Chief, Security Staff, OL
Chief, Logistics Services Division, OL
Chief, Printing Services Division, OL
Chief, Procurement Division, OL
Chief, Real Estate and Construction Division, OL
Chief, Supply Division, OL
Chief, [REDACTED] 25X1A

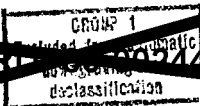
SUBJECT :

1. During the course of the last several fiscal years, there has been a gradual and continuing contraction of the financial and personnel resources authorized for this Agency. This fact has been reflected within the Office of Logistics. During the past four years, there have been eliminated approximately [REDACTED] Logistics Career positions and, additionally, there have been eliminated in the last two years [REDACTED] positions from the Office itself. 25X1A

2. It is perhaps of greater significance that there is a possibility that such contraction may not only continue but be intensified during this and the next several fiscal years. All during this period we have managed to maintain our full range of services

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and have not been driven as yet on a systematic basis to reduce the level of any of those services. Now, however, there is the distinct possibility that this "resource contraction" may be intensified during this and future fiscal years. If such proves to be the case, it is clearly predictable that either certain services will have to be terminated or the level of certain services will have to be considerably reduced.

3. We would be very well advised, at this time, to give recognition that we may be driven to a lessened level of productivity because of the appreciable and further anticipated reduction in our resource base. There are myriad ways by which one can approach this problem and all have their merits. We have now decided to undertake a study, in several areas, to endeavor to identify that which is available to us to reduce workload to a level commensurate with a lessened resource base. We are going to endeavor to obtain an additional added advantage on this matter through the process we have selected. While the more conventional approach would be to take a group of senior officers, including some with command responsibilities, to undertake this study, we have elected to create two task forces composed of officers more junior, both by grade, age, and experience.

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We feel by so doing we may be able to tap a reservoir of actual functional on-the-job experience which may tend to give a different insight and, additionally, we believe there is a developmental factor involved in joining such junior officers to a historic management problem of identifying levels of activity commensurate with the amount of resources. Two areas we propose to study can be generally identified as "Headquarters Administrative Logistics Support" and "Supply Operations." Each task force, while composed of junior officers, will be chaired by a senior officer who does not have current command responsibility for the functions involved. The junior officers will be selected both from those who are involved in the function under study and those assigned to other nonrelated activities. The membership will be appointed by and will report to the Director of Logistics. Additionally, it should be understood that appropriate division chiefs will be expected to make themselves and their resources available for assistance to the task forces.

4. We will shortly develop in more specificity the definitions of the studies to be undertaken and the time period in which the work will be accomplished.

5. I would like it very clearly understood by all addressees that the approach

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taken on this matter is in no manner whatsoever to be considered a reflection on the ability of those in the chain of command to undertake in a profitable and rewarding sense such a study. The motivation is solely based on the feeling that those involved in the middle range of a function at times have a working-level insight to problems which can result in worthwhile recommendations that might not ordinarily flow from a more senior level task force. Secondly, the development of younger officers is enhanced to the degree that they can obtain an intellectual understanding of the major managerial problems in a major organizational entity and participate in making a meaningful input to the solution of certain of those problems.

John F. Blake
Director of Logistics

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TRANSMITTAL SLIP		DATE 25 AUG 1970	
TO: Chief, Building Planning Staff, OL			
ROOM NO. 1012	BUILDING Ames		
REMARKS: <p>The attached "Eyes Only" document represents one of the techniques I mentioned at the Staff Meeting on Thursday, 20 August. I would like your frank reaction to this approach and will accept your feedback in any form you wish to give it, i.e., verbally, hand-written notes, etc. Please let me have it by 1 September.</p> <p style="text-align: center;">JFB</p> <p><i>DDS/</i> <i>OL File</i></p> <p style="text-align: right; font-size: 2em; transform: rotate(-15deg);">EYES ONLY</p>			
FROM: Director of Logistics			
ROOM NO. 1206	BUILDING Ames Center	EXTENSION 2551	
FORM NO. 241 1 FEB 55		REPLACES FORM 36-8 WHICH MAY BE USED. (47)	